

Dormitories get longer parietals

By Mark Belotin

The approval of extensions of parietal hours for the dormitories was the major decision to come from a meeting of the Academic Council Tuesday, Nov. 22. In addition to the approval of longer parietals, a "first" was established at the meetings, as three students attended the Council's meeting.

New hours

Open house hours have been lengthened from 4 pm until 10 pm on Mondays through Thursdays to 4 pm until midnight. Hours on Fridays and before holidays will be noon until 2 am instead of 4 pm until 1 am. Saturday parietal hours will still start at noon, but will last until 2 am, rather than 1 am. Sunday

hours will remain noon until midnight.

The major change in parietal hours is their beginning at noon at Fridays and before holidays. This extension was granted primarily for the benefit of students who have a date for an entire weekend. A similar extension for Mondays through Thursdays was not approved, because it was felt that the major use of such an extension would be for study dates, which could easily be held in any of the libraries.

Institution of the new parietal hours will be worked out with Kenneth R. Wadleigh, Dean of Student Affairs, and individually with each dorm. This will allow each dorm to take advantage of the more liberal hours, as soon as adequate enforcement is established.

UAP Frank March '67, Jeff Wiesen '67, President of Dormitory Council, and Mike Telson '67, President of the Student Committee on Educational Policy, were the three undergraduates attending the meeting. They introduced to the Council information

on a long-range planning committee, possible housing moves, and changes in reading period and length of academic term.

The long-range planning committee is being established by Inscomm to look into the space needs for activities and athletics over the next ten or fifteen years. The committee, which is to be chaired by Paavo Pykkonen '67, presently Student Center Committee Chairman, will work closely with the newly-formed academic committee, the Committee on Research in Space Planning (CRISP), which is chaired by Provost Dr. Jerome Weisner.

The discussion of housing moves centered around the housing conference to be held this week. Specific topics mentioned include the possible transfer of students living

(Please turn to Page 2)

Fresh mid-term marks

Freshmen intermediate grades will be available through faculty councillors after 9 am, Monday, December 5, 1966.

Kindleberger speaks

New England execs meet to discuss foreign industry

Over 100 corporate chairmen, presidents and other officials from New England gathered in Kresge Auditorium for a panel discussion on the problems and potential of doing business in other countries, Monday, November 21.

Professor Charles P. Kindleberger, Chairman of the faculty, said that the American firm operating in Europe's Common Market possessed some important advantages — especially flexibility and

mobility — over some of the indigenous firms.

The key to this advantage is the development of a more efficient business environment following the removal of economic boundaries within Euromart.

"... The international corporation is going to be able to move (to a new, more efficient location) much more easily than, say, a German corporation could move to France," Kindleberger said.

The development of anti-trust laws in Europe, "none as strong as those in the United States but none a dead letter, either," was treated as an advantage rather than a disadvantage by Professor M. A. Adelman. He pointed out that this would prevent European combinations from subjecting American-owned competitors to price squeezes or market freeze-outs.

Richard D. Robinson, speaking for investment in service industries, said that "the international corporation will endure only if it is socially desirable."

Esso Foundation grants to help Courses V, X

MIT will receive four of the 35 grants being given by the Esso Education Foundation, which is spending more than \$2,580,000 nationwide.

One of the awards, to the chemistry department, will be a capital grant. Two separate science awards will be in the fields of chemistry and chemical engineering. MIT will also receive a special grant for industrial relations studies.

Kresge 'Marat/Sade' show draws over 1400 people



Photo by Art Kalotkin

Peter Weiss' 'Marat/Sade' was performed Monday night, November 21, before an over-sold out audience of over 1400. Ticket holders were admitted beginning an hour before curtain, and general admission was opened 10 minutes before curtain. The play was produced by The Theatre Company of Boston. The above scene shows the Marquis de Sade, played by F. M. Kimball, sitting among the chorus, consisting of 4 of the inmates of the Asylum at Charenton.

Furore continues

Decision due Thursday on Inner Belt restudy

By Barry Weiss

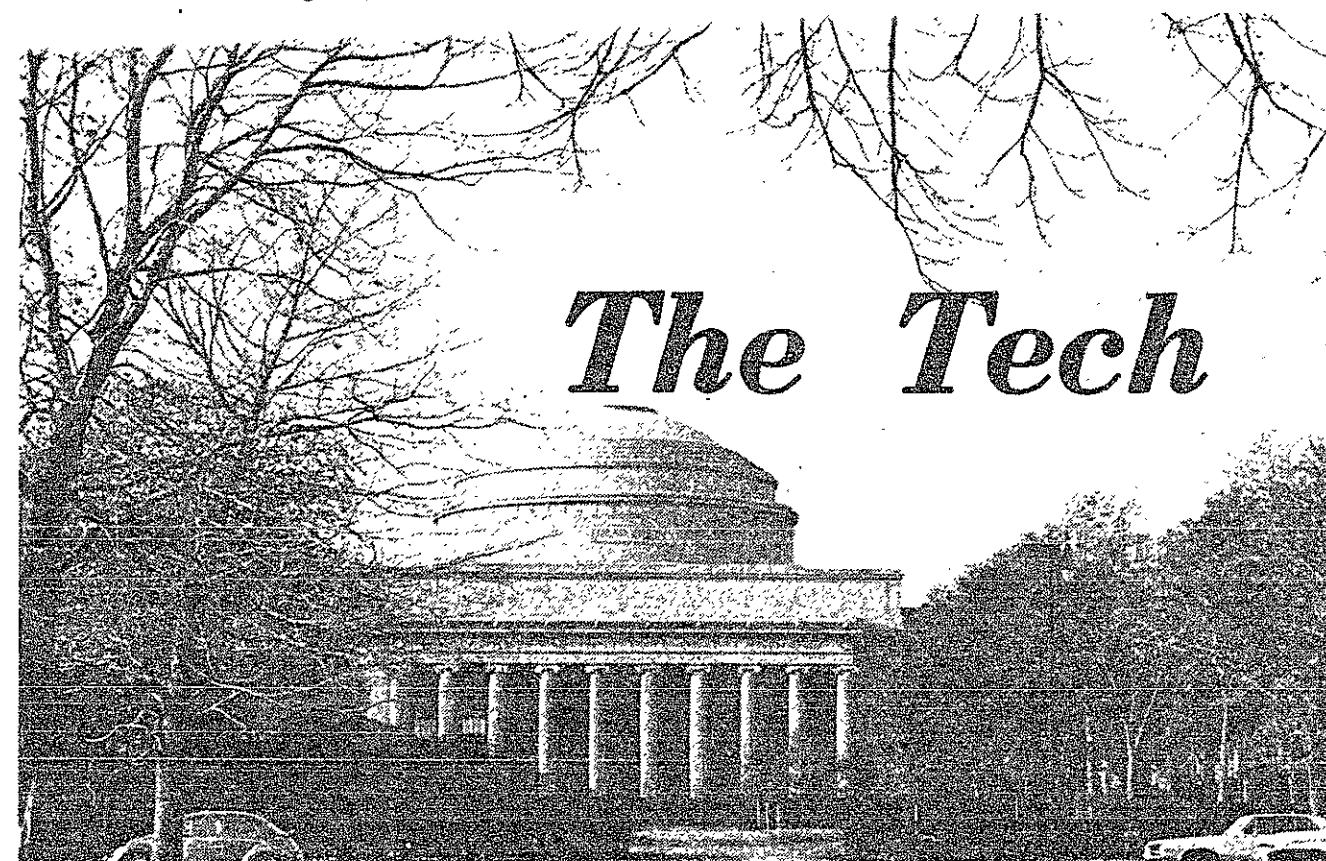
This Thursday, December 1, the Department of Public Works will announce its decision concerning the final routing of the Inner Belt through Cambridge. This study was ordered by Governor Volpe. Prior to the November elections. As of now, the Belt, is slated to run along Brookline and Elm streets.

Last week, members of the Cambridge Committee on the Inner Belt discussed their views with Harvard officials, hoping to get a statement concerning the placement of the Inner Belt. Charles P. Whitlock, spokesman for Harvard, said the University would make a statement concerning the lack of coordination in

transportation ventures, but would avoid any political decision-making.

Mrs. Michael Benfield, a leading spokesman in behalf of Cambridge citizens, now hopes to talk with Boston University officials. Thus she hopes to put pressure on MIT, forcing the Institute to take a stand. She feels that if B. U. will come out against the belt, she will put more "leverage" on MIT. An Institute position against the Brookline-Elm route would greatly augment her stand for an alternative which passes through Tech instrumentation labs.

Earlier this month, Mrs. Benfield staged a sit-in demonstration before President Howard Johnson's office.



Vol. 86, No. 48

Cambridge, Massachusetts, Tuesday, November 29, 1966

Five Cents

Faculty spotlight

Gray studies diodes, frosh

By Dave Kaye

The dynamic behavior of thermoelectric devices and the failure rate of MIT freshman in 8.01 appear to be totally disparate problems, and at first glance, it would seem unlikely that the same individual should be concerned with both such topics. Yet, as associate professor of electrical engineering and as associate dean of student affairs, Dr. Paul E. Gray finds himself confronted with these and similar problems.

Author of the text, *The Dynamic Behavior of Thermoelectric Devices* and co-author of three of the seven volumes of the Semiconductor Electronics Education Committee's series, Professor Gray's interest in semiconductor physics crystallized during his graduate work here at MIT so that today he is an expert in the physical electronics and modeling of semiconductor devices.

Freshman first concern

Professor Gray has served as chairman of the Freshman Advisory Committee and, in his present work as associate dean of student affairs he is also dealing primarily with problems confronting freshman. For example, he is presently attempting to analyze the success of the curriculum changes initiated last year. Preliminary studies based on the rate of failure reveal a significant, beneficial impact on the class of 1969.

Despite these encouraging results, Dr. Gray is quite aware of the difficulties involved in educational planning and analysis. He points out, for instance, that in this field about the time you understand what has happened, the situation has changed. As a

result, he remarks: "I sometimes wish I were back in a lab with a voltmeter."

Notes Changes at MIT

As an undergraduate at MIT Professor Gray was president of Phi Sigma Kappa fraternity. In considering the evolution of the MIT environment since that time (about 1954), he refers to changes in both the student body and the dormitories. First, while in the past the goals of each student were "pretty well specified," at present, "the breath of interest" displayed is much greater; "more and more students are using MIT for the kind of education they might get at a liberal arts college."

Moreover, the composition of the student body has undergone a distinct change in that in the past there were only 10 or 12



Dr. Paul E. Gray, Associate Professor of Electrical Engineering and Associate Dean of Student Affairs.

coeds in each class, a group which Dr. Gray calls "way below critical size, having no real impact on the community," while there are "now enough so that

(Please turn to Page 7)

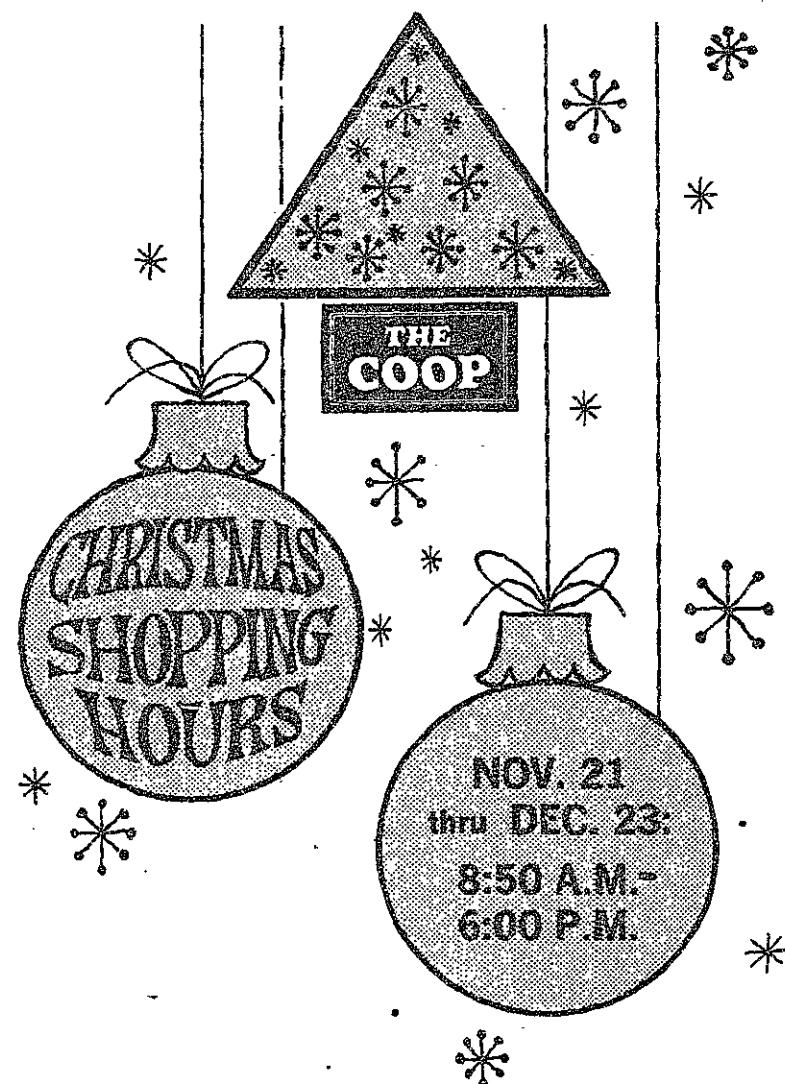
Siegal to talk at SSRS meeting; Ambrose, Blesser will also speak

Armand Siegal, Professor of Physics at Boston University, will discuss his observations of scientists and engineers in French politics as part of an international survey of the MIT Society for Social Responsibility in Science. The survey will be held at 8 p.m., Tuesday, December 6 in the Vannevar Bush Room, 10-105.

Barry A. Blesser, MIT instructor in Electrical Engineering will also speak of his observations this summer of the social actions of German scientists and engineers. Professor Warren Ambrose of the MIT math department is expected

to speak on the recent government-university conflict in Argentina, and its implications for the social responsibility of Latin American scientists.

Earlier in the day, Professor Norman C. Dahl, of the Mechanical Engineering Department, will moderate a panel on "The Effects of Classified Research on Student Life." The discussion will take place at 4 p.m., Tuesday, December 6, also in the Vannevar Bush Room. The panelists will include Professors Yao T. Li of the Aeronautical Department and Professor David H. Frish of the Physics Department.



The TECH COOP

Wednesday Afternoon Specials
November 30 • 2 p.m. to 5:30 p.m.

BOOK DEPT.

Master Drawings

Reg. 1.00 ea. **SPECIAL 2 for 1.50**

MEN'S SHOP

Sport-Craft Home Gym Sets

Reg. 5.95 **SPECIAL 4.99**

GIFT DEPT.

Beverage Set

Reg. 2.25 **SPECIAL 1.79**

STATIONERY DEPT.

M.I.T. 8" TV Ash Tray

Reg. 1.25 **SPECIAL 88c**

RECORD DEPT.

All Pre-Recorded Tapes in Stock 10% reduction—
this applies to multiple sets also.

Reg. 6.38 **SPECIAL 5.74**

THE TECH COOP LOBBY SHOP

Wednesday Specials: From 2 to 9 P.M.

Feudor Lighter

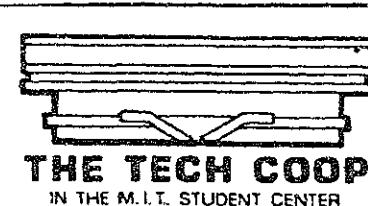
French Made A-Gazlighter

Reg. 3.50 **SPECIAL 2.88**

WOMEN'S SHOP

Shifts

Reg. 15.00 **SPECIAL 12.00**



OUR 50th ANNIVERSARY YEAR

Term length discussed by Academic Council

(Continued from Page 1)

ing in East Campus to Ashdown House and the destruction of East Campus to allow room for academic buildings, following the construction of the proposed Graduate Center.

Student attendance at the Academic Council meeting grew out of the meeting of the Academic Council held on Nov. 2, at which time it was suggested that more student involvement in faculty decision-making be encouraged.

Advertisement

The Bible says: In the beginning was the Word, and the Word was with God, and the Word was God. And the Word was made flesh, and dwelt among us, (and we beheld His glory, the glory as of the only begotten of the Father,) full of grace and truth. John 1:1, 12.

SANGAM
MIT Club for India Affairs presents

A BRILLIANT INDIAN MOVIE
TWO EYES, TWELVE HANDS

Winner of 12 International Awards

on: Saturday, Dec. 3, 7:30 P.M.
at: Kresge Auditorium, MIT
(with English sub-titles)

Topics in Technology

Laser to aid magnification

The future development of X-ray lasers will make it possible to build microscopic devices with useful magnifications better than those now possible with electron microscopes, according to Ronald H. Cordover of the Department of Physics and Electrical Engineering.

Cordover spoke to some 400 high school students during a "Topics in Technology" lecture Friday, Nov. 18, and again Saturday morning.

"Although there are some difficulties to be solved, the problem of constructing lasers that will emit such short wavelengths is certainly not insoluble."

Such a microscope device, he

CHARLIE

The Tech Tailor

- CLEANING
- PRESSING
- REPAIRING
- LAUNDRY

Always At Your Service In The
MIT STUDENT CENTER
84 MASS. AVENUE
EL 4-2088 Dorm Line 9-360

explained, would make use of holography, a kind of lens-less three-dimensional photography. In laser holography, laser light is used not only to produce the picture, but also to "play it back" in three-dimensional form.

One of the interesting things about this type of photography is that the picture can be recorded at one wavelength and played back at another, longer wavelength, resulting in magnification of the image."

The need for a coherent light source with an extremely short wavelength — preferably in the X-ray region of the spectrum — stems, he said, from the fact that magnification is dependent on the ratio of the two wavelengths used.

Compass seminar to be held today

"Isotopic Evidence for Cosmic Dust" is the topic of the Compass Seminar to be held on Tuesday, November 29, at 4:00 pm in room 54-100. Dr. E. L. Fireman of the Smithsonian Astrophysical and Harvard University Observatories will be the speaker.

Let Westinghouse stay up with you while you burn the midnight oil.

If you think we had poor, over-worked you in mind when we designed the new Westinghouse Lumina, you're right. It's a lamp, clock, and radio all in one.

The lamp: A new kind of high intensity lamp with a swivel arm that telescopes out 15 inches and sheds a concentrated beam.

The radio: It's a solid-state compact that really sounds great. A precision tuning control pinpoints

stations and a new kind of volume control lets you turn the radio on and off without disturbing the volume setting. A "Slumber Control" turns the radio off automatically.

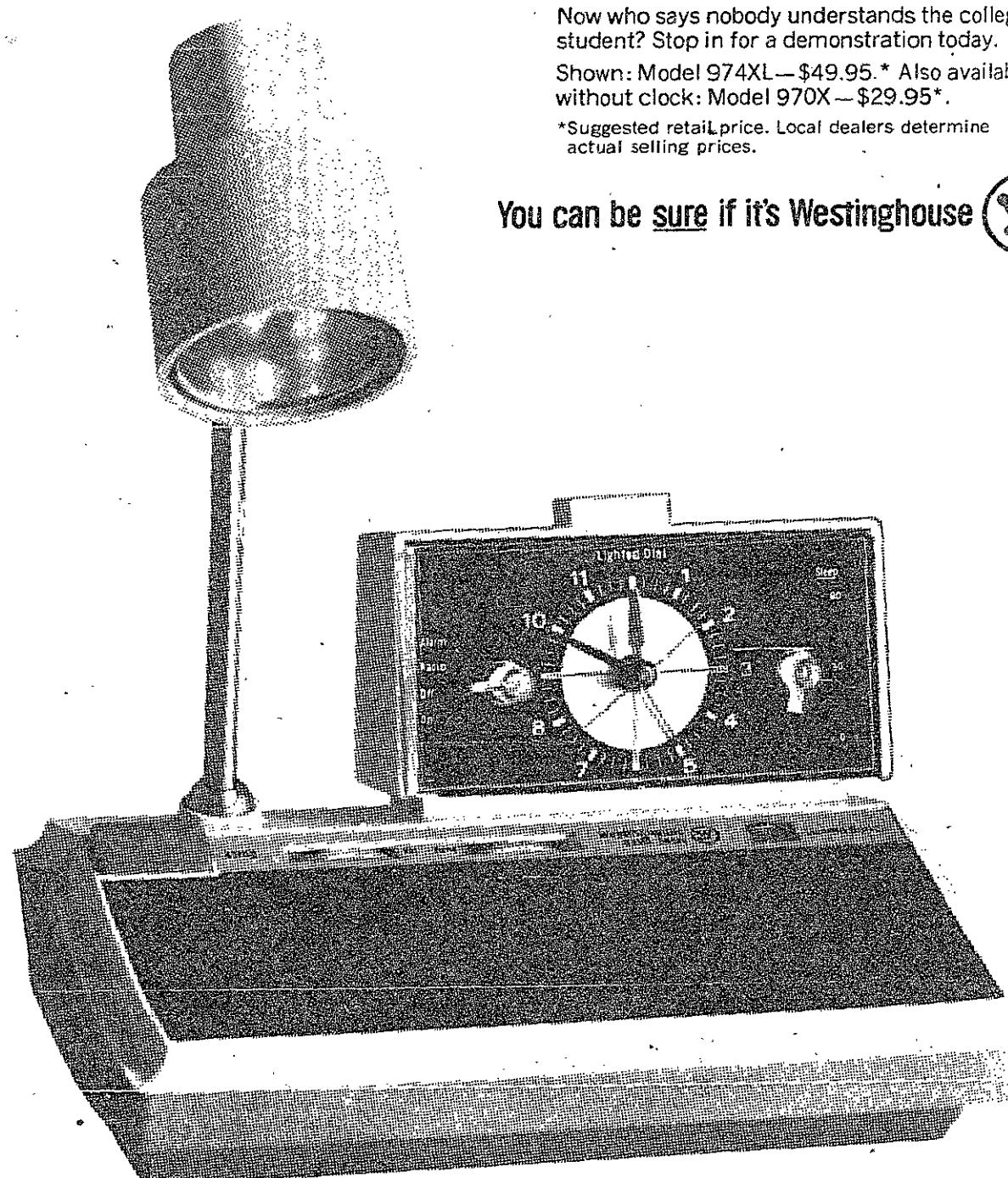
The Clock: It's deluxe, with an illuminated dial. It turns on the radio to wake you to music. And if music doesn't move you, it has a buzzer. And it has a doze button you can push for extra minutes of snooze time.

Now who says nobody understands the college student? Stop in for a demonstration today.

Shown: Model 974XL—\$49.95.* Also available without clock: Model 970X—\$29.95.*

*Suggested retail price. Local dealers determine actual selling prices.

You can be sure if it's Westinghouse



OUR 50th ANNIVERSARY YEAR

Growing pains

One of the Institute's most pronounced characteristics is the fact that it's constantly expanding, into new buildings, new academic fields, and new roles on the national scene. This continual growth is a sign of a healthy and vital university; unfortunately it has not been accomplished without growing pains.

Nowhere are these growing pains more acute than in the general Institute-run supporting structure that serves the various laboratories and academic departments. One classic example is the Library system, which has to be the target of more gripes than any other identifiable entity on the MIT scene. The next two places on the gripe list are probably occupied by the Office of Laboratory Supplies and the Physical Plant.

We don't pretend to have the solution to the library problem; short of a massive influx of cash we're not sure that there is one. However, we do have a suggestion which might enable both Lab Supplies and Physical Plant to come a lot closer to meeting the needs of the students and staff.

It seems to us that both these organizations have been allowed to function without any real knowledge of how they can best serve the expanded research and teaching efforts of the Institute. Lab Supplies for instance doesn't seem to have any real idea of what it should stock. In fact that organization doesn't seem to have grasped the idea of an inventory. A simple request like one dozen 10 cc beakers usually can't be filled from stock. Almost everything the average researcher might want has to be ordered.

Physical plant's problem is slightly different. The work they do is usually good, but it's never coordinated. A lab may get its water lines right away, and then wait three months for the electrician to install power. Meanwhile there's another lab somewhere with power and no water.

MIT claims to have the best school of industrial management in the world. It also has a new president with a strong background in management. This would seem like a great opportunity to use some of that know-how and power to revamp and revitalized these two essential Institute businesses.

Letters to The Tech

Left out

To the Editor:

I wish to complain about the fact that as MIT's only expert in 20th century German literature I was unable to obtain a ticket for the Marat/Sade performance.

When early Wednesday morning all tickets were gone in the lobby of Building 10 I sent a note to the LSC explaining my special interest and inquiring how to go about getting a ticket. There was no reply.

When I finally contacted the young man in charge about one hour before curtain time he said he had one but would be unable to hold it for the one-half hour or so that it would take me to get to Kresge Auditorium.

I had intended to discuss the play with the students in my two German literature subjects, all of whom I had urged to attend.

Martin Dyck
Professor of German
and Humanities

Slob problem

To the Editor:

I am writing in reference to "The Slob Take Over," an editorial in your November 22 issue.

We librarians are very much bothered by the abuses of the Student Center Library which you point out. There is no question but what the monopolizing of carrels by people who go away and leave them cluttered with their own notebooks, jacket, and toothbrush, is a thoughtless, selfish act. Using a second chair to put your feet on when there are not enough seats to go around is more of the same. Sleeping on the sofas is unattractive, snoring is worse, but how are these things to be controlled?

You suggest that "since the

library staff is either unable or unwilling to control the problem,"

you feel that "the students should start a campaign of slob control on their own." Further on you suggest that the library staff

should spend ". . . a lot more time controlling some of the abuses going on inside the library."

Does "The Tech" really want to suggest that some member of the library staff wake up the sleepers, make people take their feet off the chairs, and dispossess those that camp in the carrels? Of all our libraries, that in the Student Center has been the one in which student committees have been most active in planning. The feeling has often been expressed that the Student Center is to be oriented to the students' needs and that they should have a major voice in everything concerning it. Full cooperation between the student committees, the architect, and the library staff has resulted in a beautiful and practical working environment. Let us continue this co-operation and have the problem solved by the Student Center Committee or the SCEP Library Committee or both. If they will come up with some rules, we will cooperate in enforcing them.

You mention that we should get the texts back to the shelves faster and this is true. The problem is shortage of staff. The use of the library has grown phenomenally. A year ago when the library opened 3,000 people a week used to make out the budget for this year the number was 5,000. Neither I nor anyone ever dreamed that this fall it would be over 11,000 a week. It is going to take

1. Written texts were read word for word.

2. Students looked only at their notes, or, even worse, only at the board.

3. Voices were so atonal as to lull several listeners (including professors) to sleep.

4. Speakers' body movements (gestures) were limited to standing up and sitting down before and after the report.

5. All details, including complicated derivations, were put on the board.

What is indicated by this experience? Most obviously, as demonstrated by this cross-section of about twenty-five students, many students at MIT cannot deliver an effective talk. Yet President Johnson, in his Inaugural Address (and former President Stratton, at his inauguration), told us that MIT is making an effort to im-

(Please turn to Page 6)

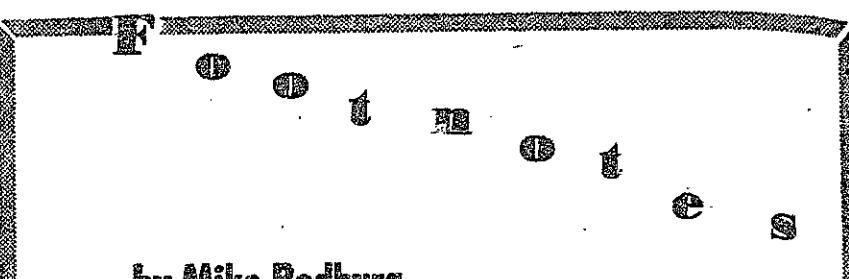
THE TECH

Vol. LXXXVI, No. 48 Nov. 29, 1966

BOARD OF DIRECTORS

Chairman	Dave Kress '67
Editor	Charles Kolb '67
Managing Editors	Robert Horvitz '68
Business Manager	Mark McNamee '68
News Editor	Guille Cox '68
Features Editor	Gerry Banner '68
Sports Editor	Mike Rodburg '68
Photography Editor	Tom Thomas '69
Entertainment Editor	Lew Golovin '67
Business Representative	Andy Seidenfeld '68
Editorial Associate	Nick Covatta '69
Associate News Editors	Jeff Stokes '68
Associate Features Editor	Mark Bolotin '68
Associate Sports Editors	John Corwin '68
Intramural Sports Editor	Mickey Warren '69
Associate Entertainment Editor	Tony Lima '69
Associate Photography Editor	Stan Kask '70
Copy Editor	Herb Finger '68
Treasurer	Jack Donahue '69
Acc'ts Receivable	Bill Ingram '68
Nat'l Adv. Mgr.	Jeff Reynolds '69
Controller	Brian Harvey '69
Circulation Managers	Mike Ginsberg '69
Managing Staff	Dan Green '68
News Staff	Jack Swain '68
Features Staff	Pat Green '69
Sports Staff	Ken Bracy '70
Entertainment Staff	Ragan Fay '70
Photography Staff	Greg Arenson '70
Staff Candidates	Jeff Gale '70
	Charles Movit '70
	John Havakotte '69
	Susan Downs '68
	Dave Kaye '68
	Roy Benveniste '68
	Jeff Reece '68
	Geoff Russell '69
	Carson Agnew '70
	Steve Carhart '70
	Paul Johnston '70
	John Foran '70
	Karen Wattell '70
	Lee Shaeffer '70
	Richard Stern '70
	Jim Smith '68
	Louis Zarfus '70
	John Kopolow '68
	Armen Vartessian '68
	Steve Weiner '69
	Chuck Hottinger '67
	Larry White '69
	Jon Steele '67
	Paul Baker '70
	Jim Yankaskas '69
	Don Davis '67
	Sherry Gulmon '68
	Jeff Stokes '68
	Ric Klass '68
	David Grosz '69
	David Koffman '69
	Paul Lindsay '69
	Art Kalotkin '68
	Gene Skrabs '69
	Larry Deutsch '67
	Ed Lamont '67
	Tim Holiner '69
	Steve Rife '67
	Steve Silverstein '68
	Pete Blicher '68
	Tom Dooley '69
	Chuck Howey '69
	George Flynn '69
	Dave Pack '68
	Barry Weiss '70
	Doug Wells '70
	John Vliet '70
	Carly Bullock '68
	John Werneker '70
	Dean Roller '70
	Steve Gregory '70
	Jeff Goodman '70
	Rick Richey '70
	Rich Rosen '70
	George Wood '70
	Roger Dean '70
	Joan Etzweiler '70
	Sheldon Friedman '70
	David Plaisted '70
	Terry Rochford '70
	Anthony Ruford '70
	Jan Wissmuller '70
	Luis Zalgado '70
	John Huchra '70
	Robert Wachbraut '70
	Brad Williamson '70

Second-class postage paid at Boston, Massachusetts. The Tech is published every Tuesday and Friday during the college year, except during college vacations, by The Tech, Room W20-483, MIT Student Center, 84 Massachusetts Ave., Cambridge, Massachusetts 02139. Telephones: Area Code 617, 876-5855, and 864-6900 extension 2731. United States Mail subscription rates: \$4.25 for one year, \$8.00 for two years.



by Mike Rodburg

121. With rank one acquires that indispensable God-send known as a secretary. At the Institute, the our-girl-Fridays seem to have one thing in common, a name. The secretaries of President Johnson, Chairman Killian, and UAP March all are called Betty. They are Betty Whitaker, Betty Pigott and Betty Hendricks, respectively.

122. What could not be settled on the gridiron seems doomed to be settled by forensics. The debating teams of Michigan State and Notre Dame will engage in the contest. Resolved: Our team is number one.

123. The new rowing tank



By Mark Bolotin

North	♠ K J 10 8 4 2
East	♥ K J 3
South	♦ Q 6
West	♣ K 2
North	♠ A 7 6 3
East	♥ A 10 9 8 6 4
South	♦ A 9
West	♣ 7
North	♠ 5
East	♥ Q 7
South	♦ K 10 8 3
West	♣ A J 9 8 4 3

Bidding
East 1♥
South 3♦
West Dbl.
North Pass
Pass Pass

Opening lead: Spade Queen

Declarer was able to induce the defenders to defend rather shoddily and then managed to correctly guess the location of the oppositions' strength in order to make his doubled contract.

The bidding of the hand was questionable, at best. East's opening bid of one heart was quite normal. However, with half of his strength outside the club suit, with a side four-card diamond suit, and with a trump suit so full of holes, South might well have avoided making the weak jump-overcall. West's double of three clubs made South's bid look good by comparison. Although he can be fairly sure of being able to set three clubs, he hasn't the high-card strength either to double if North runs to another contract or to help partner if he is unable to stand for the double.

West's opening lead of the spade Queen misled declarer, who was quite sure that it was a singleton. Since he did not wish to be forced

in spades, declarer ducked the trick in hope that East would not overtake and return a spade to set up trump tricks for West. West's Queen won, and he shifted to the five of hearts. Declarer won the heart lead in his hand. He decided that, with so little high-card strength, West must have at least four trumps to the Queen-ten. Attempting to avoid two trump losers, in case West held five trumps, South led the eight of trumps and, when West neglected to cover with the ten, let it ride around. The eight won, and declarer continued with a trump to dummy's King in order to cash a heart for a diamond discard.

West ruffed the heart, but did not gain a trump trick because of his misplay in the trump suit at trick four. To declarer's great surprise, West returned a spade from what declarer had thought was a singleton Queen. South ruffed the spade, pulled the remaining trump, and paused to consider the diamond suit. West surely had doubletons in each major suit and a four-card club suit.

Consequently, East had a doubleton Ace of diamonds. If his small diamond was the Jack, declarer can pick up the diamond suit with only one loser by playing the Queen and King to drop the Jack and establish the ten. If East's small diamond was the nine, South must lead the ten of diamonds toward the dummy and duck it to East's Ace-nine, thus finessing for West's Jack. South decided that West must have more than two Queens and a four-card trump suit for his double. As a result, he led the diamond ten around to East's Ace-nine.



THE ISSUE:

DOES BUSINESS DEMAND A TEAM EFFORT?

QQ... A necessary chain of command insuring organizational efficiency by sacrificing individual creativity and independent action. QQ

—James Hill, Harvard University

Dear Mr. Hill:

If, by this statement, you imply that business demands a team effort, you are right.

The days of the solitary worker are over. There are only a handful of endeavors—basic research, for example, or the arts—where the individual can go most of the way alone. Eventually, even this man needs other men to help get his efforts to the public. An engineering team to extend his discovery into practical channels. A publisher for his book. An orchestra for his symphony.

Our society is a system composed of a great variety of sub-systems. College, neighborhood, business, profession, social, and leisure activities all fall into one or more of these sub-systems. Each system needs some degree of structure and organization if it is to function and not collapse. This structure, then, is your "necessary chain of command."

It is obvious, however, that chains of command, *per se*, do not create organizational efficiency. They can lead to bureaucratic haggling and red tape. Ask anyone who has encountered some of the rules, regulations, and procedures of some government agencies.

Recognizing the problem of over-organization, most companies have spent considerable time and effort studying systems and trying to build in as much flexibility and fluidity as possible. As a general rule, the bigger the company, the more it is concerned with this problem.

Today, most businesses function with many different chains of command—a few stretch all the way to the top. And, if you look at a company's organization chart you'll usually find a number of horizontal decision-making lines linking the different departments and divisions that function as part of the corporate team.

Think what would happen if I had to pass on every important decision made at Motorola—I'd be swamped. The bulk of the company's decision-making occurs at other levels. That's what executives are for—to make decisions and to assume the basic responsibility for those decisions.

At Motorola, we've established smaller, decentralized, highly autonomous units. One result has been to foster and increase individual responsibility and participation. With a few exceptions, top management sees its job as providing the framework for decision-making—pointing in a particular direction and letting others decide how best to get there.

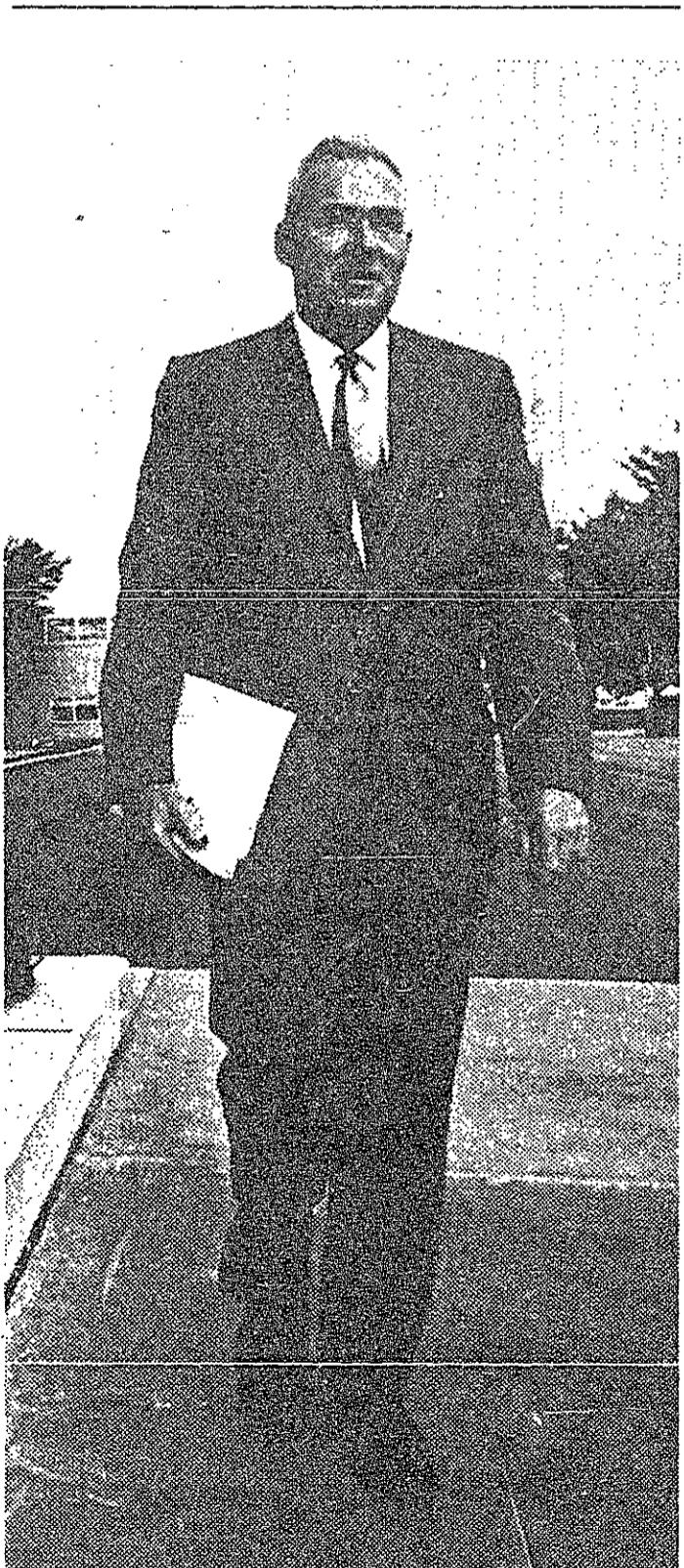
This type of organization is not a secret

TELLING IT LIKE IT IS

This is the fourth round in an exchange of ideas and opinions between Robert W. Galvin, Motorola Chairman, and James Hill, Harvard student. The subject: business. What do college students think about the business world? How does it measure up to other career choices? What are its strengths and weaknesses?

Mr. Galvin's words answer one of the many issues raised by Mr. Hill in a letter carried in this paper. Shortly, Mr. Hill will have an opportunity to rebut and the dialogue will continue as long as there are informative points to be made.

This and 5 other dialogues are appearing regularly in college papers throughout the country.



known only to Motorola. Most modern companies have flattened out the traditional, pyramid-like organizational structure.

Interestingly, this kind of flexible, team-oriented approach to organization structure is almost tailor-made for a younger executive. It provides a dynamic framework for him to function side by side with older, more seasoned men and, at the same time, gives him an opportunity to acquire basic on-the-job experience. I've participated in a great many conferences that have included the exciting kind of give-and-take discussions that often occur between the somewhat impatient young executive and the slightly set-in-his-ways older man. The result is generally a valuable synthesis of ideas that beneficially link the present with the future.

In his new job, the young man will need every ounce of "individual creativity and independent action" he can muster. Don't forget, he'll be up against some pretty stiff competition from his colleagues. He'll also discover that while corporate life is competitive it is also cooperative. This is not as paradoxical as it sounds. People in a business are there to achieve a common objective and this can only be done when they work together. Obviously, the individual competes for attention, recognition, and the rewards of promotion. But even in this atmosphere he finds that he cannot operate without cooperating—even with his competition.

This kind of competition is good. It brings out the best in a man. Prompts him to devote that extra measure of energy or study to make him just a little better than the man next to him; able to help just a little bit more than the others who are helping the organization. These are steps he must take on his own initiative.

It's not always easy—but, in my opinion, that's where the challenge lies; that's what puts the spring in your step. At times, an individual will have to stand up to out-dated policies and managers who show no foresight. Point out what's wrong and, more importantly, show why. This is an important thing—it's essential for the growth of the individual and the corporation.

When a man has this attitude about his career, his age is unimportant. He'll be recognized where he's 24 or 64.

Robert W. Galvin
Chairman, Motorola, Inc.

Major production**Dramashop will present Shaw play**

The upcoming production of the MIT Dramashop will be 'Heartbreak House' by George Bernard Shaw. The play will be presented

on Thursday, Friday and Saturday, December 8, 9, and 10 and again on the following Friday and Saturday, December 16 and 17.

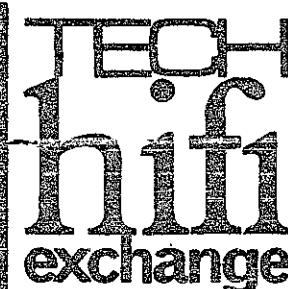
This is the major Dramashop production for the fall term and there will be an admission charge of \$1.50. Reservations may be made by calling extension 2910.

Curtain will be at 8:30 at the Kresge Little Theatre.

Scuba Diving Classes

Seven Days a Week.
All Equipment Supplied.

Avenue 2-5818

**Christmas Specials
thru Dec. 15**

John H. Strohbeen 354-4445

movie . . .**Marital mixup figures in Western satire**

By Carl M. Abramson

'Texas Across the River' is a delightful film. It is a bright and witty satire of the so-called 'modern western.' The story fades deep into the background at times, but is never lost. In fact, everything done is done well and in good taste.

Wedding Interruption

The picture opens at the wedding of Don Andrea, a Spanish Duke, and Phoebe, the daughter of a plantation owner. It seems, however, that Phoebe had already accepted another man's ring. The wedding is interrupted by a detachment of the U.S. cavalry numbering three, one of whom is her ex-beau. He is killed in the ensuing action, and Don Andrea, falsely accused of murder, flees to Texas where his bride-to-be is to meet him.

On the way to Texas, Don Andrea meets up with Sam Hollis and Cronk, his sidekick. The rest of the picture is about the inter-

'Texas Across the River,' produced by Harry Keller, directed by Michael Gordon, screen play by Wells Root and Harold Greene, starring Dean Martin as Sam Hollis, Alain Delon as Don Andrea, Rosemary Forsyth as Phoebe, Joey Bishop as Cronk, playing at the Savoy Theatre.

action of the noble Don Andrea, the somewhat less noble but more realistic Sam Hollis and the 'chicken' Indian Cronk. Finally, in Moccasin Flat, all the strings are tied up — Hollis gets Phoebe and Don Andrea gets Lonetta, an Indian girl whose life he saved.

Cool cowboy

Dean Martin as Sam Hollis does a good job in the role. Hollis is different from the typical cowboy; he seems to have just a touch of the coolness and 'devil may care' attitude found in a secret agent type. He reacts to situations of imminent danger with the cowboy equivalent of 'Oh dear.'

Cronk, played by Joey Bishop, produces feelings of warmth —

Making the Scene

S	M	T	W	T	F	S
29	30	1	2	3		
4	5	6	7	8	9	10
11	12					

THIS WEEK MUSIC

Boston Symphony Orchestra — Gunther Schuller, guest conductor; Dvorak's 'Overture to "Othello," Op. 93; Schubert's 'Symphony in B Minor,' Ives' 'Symphony No. 4' (with the New England Conservatory Chorus, John Oliver, acting conductor); Nov. 29, 8:30; Symphony Hall.

Boston Symphony Orchestra — Open rehearsal, Charles Munch, guest conductor; Dec. 1, 7:30; Symphony Hall.

Boston Symphony Orchestra — Charles Munch, guest conductor; Faure's 'Suite from "Pelleas et Melisande,"' Op. 80; Honegger's 'Symphony No. 2, for String Orchestra,' Shubert's 'Symphony No. 2, in B-flat major,' Ravel's 'La Valse'; Dec. 2, 2 pm, Dec. 3, 8:30 pm; Symphony Hall.

Cambridge Chorale — Campbell Johnson, director; Arcadelt's 'Miss Noe Noe,' Buxtehude's 'Ihr Lieben Christen,' Pinkham's 'Christmas Cantata,' Poulenc's 'Motets'; Dec. 4, 8 pm; First Church in Cambridge, Garden and Mason Streets; free.

Cambridge Civic Symphony Orchestra — Mehl's 'Symphony No. 2 in D,' Haydn's 'Concerto in C for Cello and Orchestra,' Foot's 'Suite in E, Op. 63 for Strings,' Tchaikovsky's 'Rococo Variations,' Op. 33; Dec. 4, 8:30 pm; Sanders Theatre; \$1, \$1.50, \$2, \$2.50.

Folk Music — Pete Seeger; Dec. 3, 8:30 pm; Back Bay Theatre; tickets at box office.

Gardner Museum — Mary Murtaugh Discipio, piano; Shubert's 'Impromptu in G flat major, Op. 90; Nicholas Van Slyck's 'Twelve Danzas (1966); Nov. 29, 3 pm.

MIT — Joseph Silverstein, guest soloist and MIT Symphony Orchestra; Beethoven's 'Violin Concerto'; Johan Roman's 'Drottningholms-Musique,' Leos Janacek's 'Sinfonietta'; Dec. 4, 8:30 pm; Kresge; \$1.

New England Conservatory — Opera Theatre; 'Hansel and Gretel'; Dec. 2, 7:30 pm, Dec. 3, 3 pm, Dec. 3, 7:30 pm; Brown Hall; \$2 (adults), \$1.

THEATRE

Boston University — Albee's 'The Zoo Story,' Nov. 30, Dec. 1, 8:30 pm; George Sherman Union; \$1.50.

Theatre Company of Boston — Opening of John Arden's 'Armstrong's Last Goodnight'; Nov. 30-Dec. 18.

MISCELLANEOUS

Arlington Street Church — 'Dissent and Civil Rights under Fire,' discussion; Dec. 6, 8 pm; \$1.

his character is pervaded with sagacity and cowardice. Don Andrea is the opposite. He is charming and gallant. Danger means nothing to him — 'What is life without honor?' Lonetta counterposes the question: 'What is honor without life?'

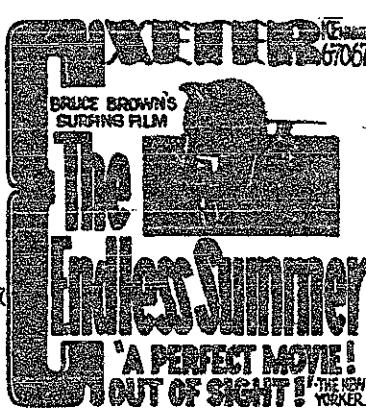
The secret of comedy has been rediscovered and incorporated into this film. It attains a balance between the real and the ridiculous which is evidently quite hard to attain.

The purpose of the film is to create a broad satire of the kind you can laugh with rather than lament about. Gordon has fulfilled his objective. All pictures should be done so well. Go see it, if not for the cowboys, the guns or the girls, then for the satire, but go.

Letters . . .

(Continued from Page 4) prove its curriculum in the Humanities and Social Sciences. It appears that public speaking deserves very strong consideration for inclusion in future lists of courses offered, or, perhaps, in lists of courses required. If we expect to produce first-rate engineers and scientists, then we must develop in them an ability to convey their ideas orally to others.

Name withheld by request

**Naval Research Laboratory**

WASHINGTON, D.C.

An Equal Opportunity Employer

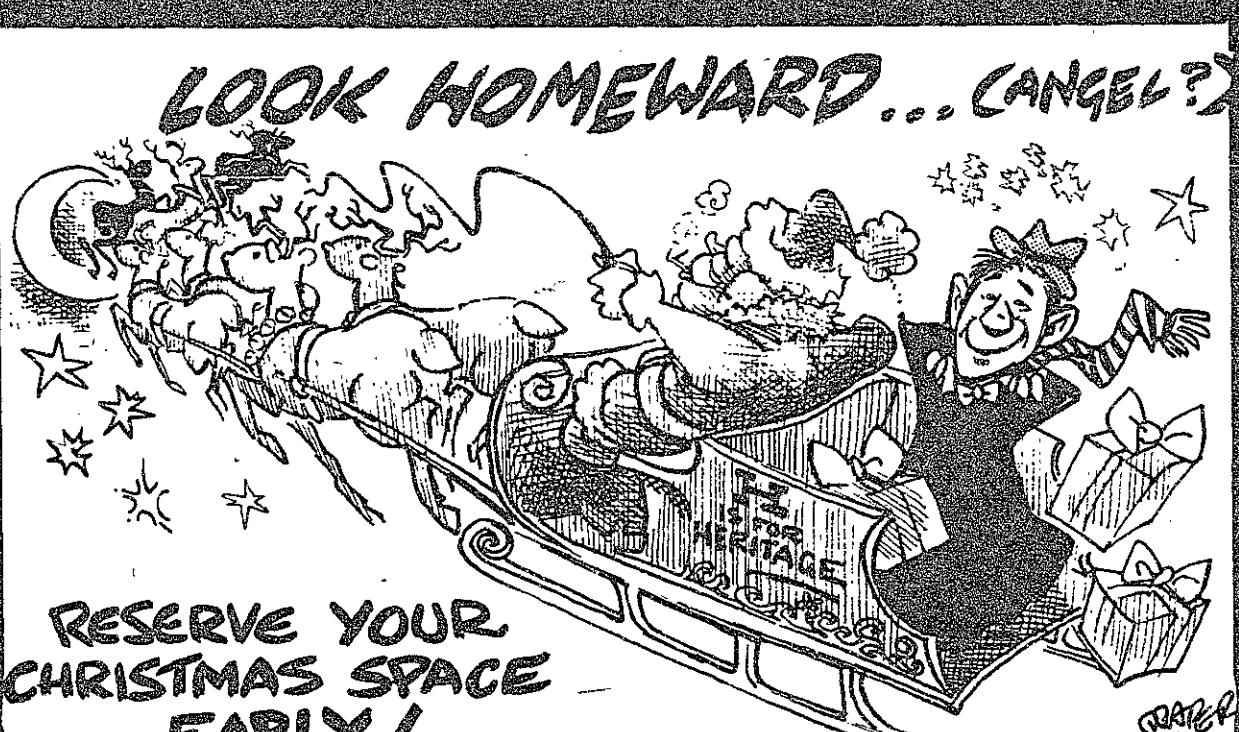
The Navy's Corporate Laboratory—NRL is engaged in research embracing practically all branches of physical and engineering science and covering the entire range from basic investigation of fundamental problems to applied and developmental research.

The Laboratory has current vacancies and a continuing need for physicists, chemists, metallurgists, mathematicians, oceanographers, and engineers (electronic, electrical, mechanical, and civil). Persons appointed receive the full benefits of the career Civil Service.

Candidates for bachelor's, master's and doctor's degrees in any of the above fields are invited to schedule interviews with the NRL representative who will be in the

M I T
placement office on
Friday, December 2

Those who for any reason are unable to schedule interviews may write to The Director (Code 1818), Naval Research Laboratory, Washington, D. C. 20390.



Now is your last chance to assure yourself of Christmas reservations. See MIT's convenient travel agent, Heritage Travel, Inc. . . . where quick reservations are a specialty.

No longer need you rely upon undependable mail order ticketing or make unnecessary trips into Boston. Heritage is ready to process all your travel needs in minutes. And our staff of economy-minded pathfinders may be able to save you dollars.

Heritage is just one block from the Sloan Campus, in Kendall Square. Call or visit our office; we're open from 8:30 a.m. until 5:30 p.m., Monday through Friday, and from 9:00 a.m. until 1:00 p.m. on Saturday.

Heritage Travel, Inc.

Room 403, 238 Main Street, (Kendall Square), Cambridge — Tel. 491-0050

Ticket delivery to all M.I.T. Offices and dormitory desks

Kresge performance

Silverstein plays concerto with Symphony orchestra

Joseph Silverstein, concertmaster of the Boston Symphony Orchestra, will join the MIT Symphony Orchestra as guest soloist in a performance of the Beethoven Violin Concerto at a concert in Kresge Auditorium at 8:30 pm Sunday, Dec. 4. The concert will be the first of the season for the MIT Symphony.

The concert will include two Boston premieres: the 'Drottningholms-Musique' by the 18th century Swedish composer Johan

Helmich Roman, and the 'Sinfonietta' by the contemporary Czech composer Leos Janacek.

Conductor David Epstein, associate professor of music at MIT, learned of the 'Drottningholms-Musique' while doing research in orchestral repertoire in Sweden during the past summer.

Mr. Silverstein, a member of the Boston Symphony since 1955, has been a recipient of the Naumburg Award and a winner in the Queen Elizabeth of Belgium International Violin Competition.

Tickets may be obtained at the door only and are priced at \$1.

Professor Gray taught EE as grad student

(Continued from Page 1) they form a community and make themselves heard."

Second, there was no Burton House or Bexley Hall thirteen years ago. Although fraternities were about the same size, a larger fraction of the undergraduates were commuters and many others placed much more reliance on apartments. At that time "Dormitories were literally dormitories—places to sleep." Today, Professor Gray observes, "There is evolving in the dormitories the same kind of community spirit and concern for the nature of living that has traditionally characterized fraternities. Dormitories have become far more than dormitories—they are residences."

As a graduate student, Professor Gray was involved in teaching all the basic electrical engineering courses (6.01 through 6.08). Since then he has taught a graduate course in semiconductor devices and the undergraduate sequence "Principles of Transistors" (6.341-6.342). Last year he extensively revised the course "Introductory Circuit Theory II" (6.02) and is the lecturer for that course during the Spring terms.

HARVARD SOC. UNI 4-4580 0500

Last times today!

"THE RUSSIANS ARE COMING"

2:00, 5:45, 9:35

"HIGH NOON"

4:15 and 8:05

"The Wrong Box"

starts Wed.

BRANIFF SOC. TR 6-4286 0500

RICHARD BURTON

in John Osborne's

"LOOK BACK IN ANGER"

5:30, 7:30, 9:30

SKI EQUIPMENT

Large Variety — Famous Brands
Tennis & Squash Shop
67A Mt. Auburn St., Cambridge
Opp. Lowell House TR 6-5417

College Graduates ...
protect your
earning power



Here you are at the start of your career. But think a minute . . .

All your education and training won't pay off for you if you should suffer a disabling illness or accident and can't work.

What is the answer? A New York Life Disability Income plan that provides a monthly income to help keep you going . . . help replace lost income.

Now is the time — while you're young and healthy — to insure your greatest asset . . . your earning power. It costs less than you expect . . . and less than it ever will.

Give me a ring and we'll talk about it. Don't forget.

OTTO R. BERGEN

SPECIAL AGENT

NEW YORK LIFE

INSURANCE COMPANY

10 FAIRWAY STREET
MATTAPAN, MASS. 02126
BUS: 296-5702 OR TW 4-6330



UNICORN PRESENTS IN CONCERT

FRI., DEC. 2nd, 8:30 P.M.

Symphony Hall

PHIL OCHS

Tickets: \$2.50 - \$3.50 - \$4.50

MAIL ORDERS: Enclose stamped self-addressed envelope, check or money order payable to Unicorn Coffee House, Boston, Mass. 02116.

Petricone's photographs

exhibited until Christmas

Starting tomorrow and continuing through December 21, the MIT Creative Photography Gallery will present an exhibition of photographs by Paul Petricone. The Gallery is located on the third floor of the Armory Building, 120 Massachusetts Avenue.

Cambridge Civic Symphony Orchestra

Victor Manusevitch, Music Director

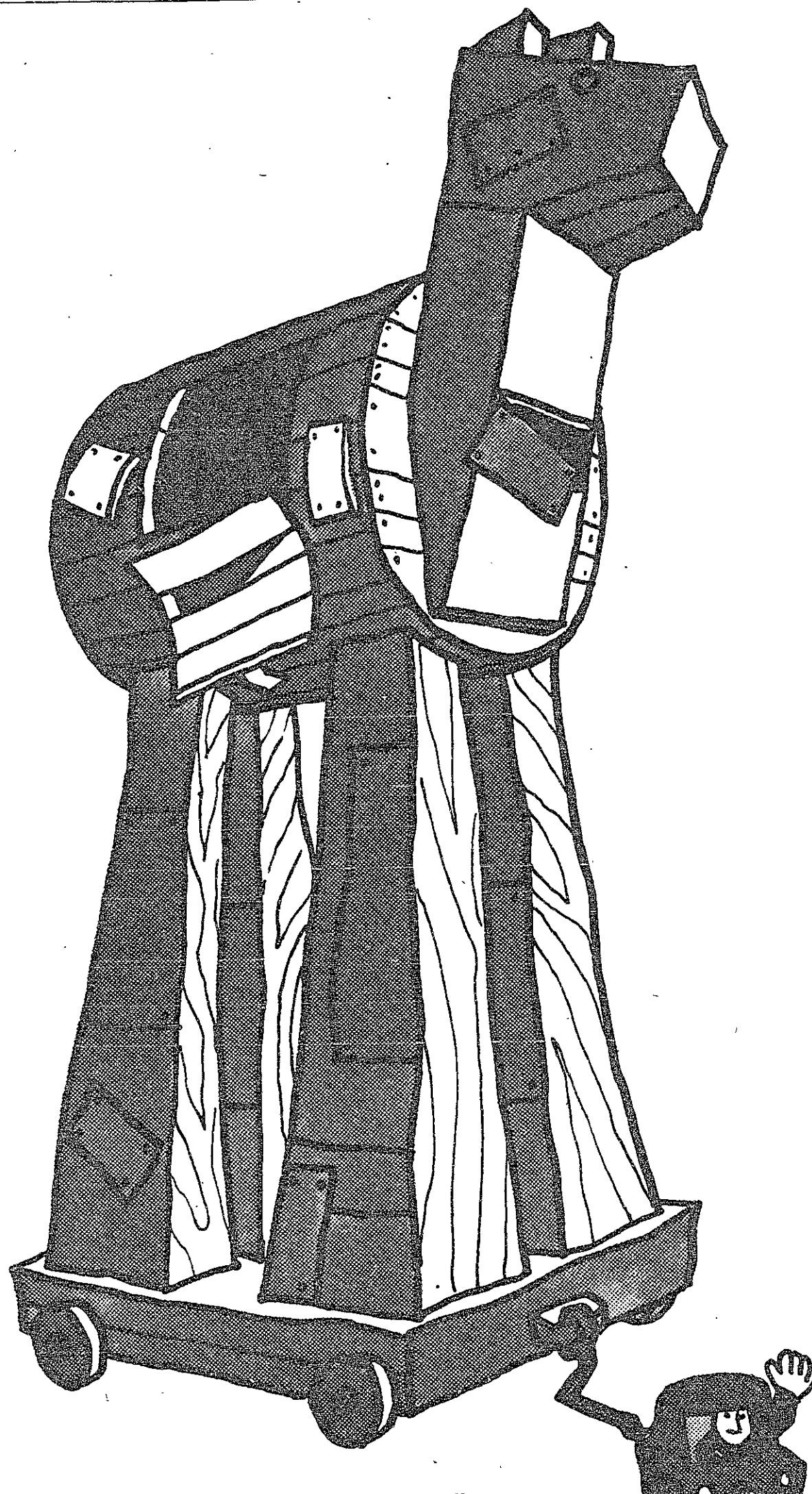
CONCERT—Sanders Theatre, Harvard—Sunday, Dec. 4, 8:30 p.m.

PROGRAM

Mehul Symphony No. 2 in D Major
Haydn Concerto in C for Cello and Orchestra
Foote Suite in E Major for Strings
Tschaikowsky Variations on a Rococo Theme

Soloist - LESLIE PARNAS

Tickets: \$2.50, 2.00, 1.50, 1.00. Available at Harvard COOP, MIT TCA and at door



It's trade-in time for tired old myths.

Like the one about business. Especially big business. That it is beyond the rugged individualist's wildest daydream to enter this holy of holies because he'll lose something that's very sacred — like his independence.

Sure, it can happen. If a guy or gal wants to hide, or just get by, or not accept responsibility, or challenges.

We're not omniscient enough or stupid enough to speak for all business, but at a company like Western Electric, bright ideas are not only welcome, they are encouraged. And no door is shut. Create a little stir, go ahead, upset an old applecart (we replace shibboleths at a terrific pace — we have to as manufacturing and supply unit of the Bell System — in order to provide your Bell telephone company with equipment it needs to serve you.)

There's an excitement in business. True, we're in it to make a profit, but working to

find new and better ways to make things that help people communicate is very rewarding and satisfying. Did you ever hear these wry words of Oliver Wendell Holmes? "Never trust a generality — not even this one."

That's how we feel about the generality that claims you'll just become a little cog in a company like Western Electric. You might, of course, but if you consider yourself an individual now, odds are 10 to 1 that you'll keep your individuality. And cherish it. And watch it grow. Even at big, big Western Electric.

You know, that's the only way we'd want you to feel. If you feel like coming in with us.



Western Electric
MANUFACTURING & SUPPLY UNIT OF THE BELL SYSTEM

